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# Leadership characteristics in an organizational transformation

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# **Leadership Characteristics in an Organizational Transformation**

**By**

**Edward W. Keyes**

**A thesis submitted to the  
Faculty of the School of Food, Hotel and Travel Management  
at the  
Rochester Institute of Technology  
in partial fulfillment of the requirements for the degree of  
Master of Science**

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**ROCHESTER INSTITUTE OF TECHNOLOGY**  
**School of Food, Hotel and Travel Management**  
**Department of Graduate Studies**

**M.S. Hospitality-Tourism Management**  
**Presentation of Thesis/Project Findings**

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## **ABSTRACT**

The objective of this study was to determine if key leadership characteristics would be evident in leaders who exercised successfully an organizational transition.

In reviewing the literature, an understanding was established that allowed the separation of Leadership versus Management and shared insight in situations where both are merged. Also developed was an extensive list of Leadership Characteristics.

The study used the Delphi Method to obtain consensus from a selected group of General Managers within the Conference Center population. This study identified a limited set of key Leadership Characteristics required at the General Managers level for achieving successful organizational changes. The key characteristics identified profoundly illustrated that humanistic skills, flexibility, adaptability, integrity and honesty values are paramount for a successful organizational transition at the General Manager's level.

## ***Acknowledgement***

*My gratitude to my family, Bobbi, Robby and Bryan who supported me and made a sacrifice to allow me to test my old wings.*

*Dr. Richard E. Marecki by his giving and wonderful human nature helped me set the direction to fly.*

*The Microneu team that allowed me to grow with tough caring and sharing.*

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# **CHAPTER I**

## **INTRODUCTION**

The service industry is evolving at a rapid rate. Financial results expected by the owners are becoming more difficult to reach in an always-competitive market. Maintaining market share or attempting to expand markets share is critical to survival. Cost of operations is under constant scrutiny. Expectations of the work force within the hospitality field are becoming harder to meet both in expected wages and benefits, as well as quality of life issues. Traditional corporate culture is being influenced by globalization. The very core of business strategy and execution is at the hands of technology in every aspect.

With this turmoil and constant change, what kind of individual takes the organization forward? Are there core competencies of leaders who thrive and drive change? This case study will look at the role of leaders in an organization involved in deep change. Further, are these skills acquired or intuitive? Can these skills be developed? Do they vary to the degree of the transition at hand? The objective of this study will attempt to identify leadership characteristics in organizational change in the hospitality industry.

Furthermore, this effort will clearly make evident that leadership is vastly different than management. This observation is supported by a wide body of literature, which has tracked the performance of leaders involved with organizational change. What is the difference between



"situational leadership" and being a "Transformational Leader"? Do leaders set the direction of the organization, and then managers hold the direction? It is generally believed that management skills are taught so that a desired outcome is reached through command and control. Normal business practices and policies govern these efforts. The rationale of this study is to identify the characteristics of those individuals who step above and beyond the role of the manager. What components of the character of the individual rise to the surface in time of organizational redirection to lend direction? It is these characteristics that are being sought for comparison.

### **Problem Statement**

This project will examine those characteristics of individual leaders who have been successful in navigating major organizational changes. The leaders of numerous organizations within the conference center industry will determine these traits. Ideally, the leaders will verify commonality of characteristics. If a common core is identified, the findings may offer assistance in recognizing and developing future leaders.

### **Purpose**

The purpose of this case study is to determine if there are characteristics a leader displays in times of organizational change in the hospitality industry. The findings should provide a framework, which both identifies and prioritizes those characteristics displayed in organizational change. The intent is to review these findings and determine if those displayed characteristics

can be introduced into an organized learning program to enhance the effectiveness of managers today and leaders of tomorrow.

### **Significance**

As the change swirls in the hospitality industry and as businesses become infinitely more complex, the profile of the successful leader who takes the organization through the changes needs to be understood. Once these characteristics are identified and verified through the study, they may be a critical component in developing appropriate training. Further, corporations may develop key personnel to enhance the organization's effectiveness at the operational level, once the characteristics have been identified. The reality that our environment is changing is not in question. What is in question is what are the key characteristics of the individual who can manage this white water environment and be successful for the organization's benefit.

### **Hypothesis**

This study is expected to identify a limited set of core leadership characteristics that are evident in leaders within the scope of conference centers. Specifically, those traits that are exhibited during major organizational transitions will be subscribed.

## **Definition of Terms**

***Characteristics:*** distinctive features or quality of the individual

***Hospitality Industry:*** the Business in which the goods and services are generated to individual needs and comforts.

***Conference Centers:*** a facility designed for effective meetings. Some are for private corporate usage, some are externally marketed or both.

***Leadership:*** ingredients of personality that causes people to follow

***Organization:*** a body of business or systematic arrangement

***Situational leadership:*** a belief that there is no one best approach to teaching

***Stack ranking:*** an approach to measuring in order the highest to lowest similar response

***Trait:*** distinguishing features of characteristics of a person

***Transition:*** a passing or change from one place, state of condition to another

***Behavior:*** the aggregate of responses to internal and external stimuli

## **Assumption**

The premise of this project is that key characteristics of leadership will emerge from the research phase of the effort. In the review of the literature, it will be apparent that ample resources are available. It is also assumed that the survey sent to the hospitality industry leaders will result in the identification and validation of leadership characteristics most apparent in transition of organizations.

### **Scope and Limitations**

This projects' objective is to determine key leadership characteristics displayed in organizations during transitional periods. Key limitations will be the individual subjectivity surveyed in defining leadership skills, as well as defining organization transformation. Additionally, each leader may have different interpretations of leadership characteristics. Therefore, how will the survey results relate to the stack ranking efforts of the characteristics supplied?

The sample size of the scope of the study will consist of general managers in conference center management organizations. Further, targeted individuals will be drawn from the Marriott Conference Center lodging brand within Marriott, and similar profile components of the hospitality industry. It will be interesting to see if the years of experience, size of the property or even gender will have impact on the study.

### **Long Range Consequences**

The hypothesis of this study, if proven positive, may determine there is a common set of leadership characteristics demonstrated by executives in organizational change situations. These characteristics may be explored further to determine if they can be instilled into an individual. It would be of interest and value to industry if these key traits could be developed or enhanced to the collective of the organization, thereby increasing effectiveness of the leadership of the organization.

If the hypothesis is equivocal or not proven, further study is needed.

## **CHAPTER II**

### **REVIEW OF THE LITERATURE**

The objective of this literature review is to segregate and understand the various components of terminology used in the study of organizational behavior. It is the goal of this review to clearly define and understand the meanings and therefore differences between terminology within the realm of organizational studies. Being able to understand the transition of thinking as it relates to this study from management, transformational leadership, situational leadership, leadership and leadership characteristics. This will be the focus within this chapter.

#### **Management**

There is a profound difference between leaders and managers. A good manager does things right. A leader does the right thing. Managing is about efficiency. The focus of the manager is the scope of responsibilities in which he or she is being held accountable for organizational goals as reviewed in "Management minded supervision" (Boyd, 1984). These responsibilities can be grouped into several key areas; production or deliverables of service is a major responsibility. This output is normally tangible. In the case of the service industry, it would be a clean environment, a customer friendly atmosphere with predetermined service standards. All this with a watchful eye on the cost ratios and budget assumptions being maintained.

Management in modern industrial society has been oriented to quantity, to provide more goods and services for everyone. Quantity is measured in money, we have become a money oriented society as explained in "Learning to Lead; A Workbook on becoming a Leader"(Bennis Goldsmith 1997). Quality is often not measured at all, but is appreciated intuitively. Normally indicators would be market share or financial results.

Methods of the production and deliverable of service is always being scrutinized by managers searching for more efficient methods. Work methods, motion studies, product cost or convenience products are being constantly analyzed for improvement while improving financial results.

Morale of the associates is a critical focus point especially in the service industry due to today's shrinking labor market. It is the manager's responsibility to be cognizant of the needs and desires of the work force. This effort by the manager encompasses resources being applied to help satisfy the desires, interests and feeling of the work force which can be achieved by surveys and various group forums.

Training is another key component for the manager to ensure his staff knows what is expected in the way of performance. This training will help instill a positive attitude towards quality, cost containment and performance standards. According to function within the organization the degree of technical training will be imparted to the associate. Again the focus on the manager is to retain the staff while increasing productivity.

Safety is another key component of a manager's responsibility. The object is to insure the safest possible working conditions exists. This effort is driven both from a cost saving perspective, in addition to the guidelines of the Federal Occupational Safety and Health Act (OSHA).

These aforementioned basic responsibilities of a manager are not in priority. The overview does stress how managing is about efficiency, systems, controls, procedure, policies and structure of an organization.

In review "On Becoming a Leader" (Bennis 1994), describes the difference between leaders and managers as the difference between those who master the context and those who surrender to it. The author offers an extensive contrasting list of the conflict of characteristics between a manager and a leader. The objective in this section of the literature review is to illustrate some manager characteristics.

A manager is described as a person, who maintains, administers, imitates and in essence a good soldier. The focus of the manager is always on the bottom line, accepts the status quo and displays a short-range view. The manager roles in summary is simply asking how and when from the organization.

## **Transformational Leadership vs. Situational Leadership**

A Transformational Leadership is one who helps organizations and people make substantial positive changes in the way they do things. These are influential leaders in the workplace who can transform the company from poor to outstanding performance.

Transformational leaders usually possess charisma “10 Minute Guide to Leadership” (Dubrin 1997). Or in other terms, a personal magic arousing special popular loyalty or enthusiasm. The transformational leader has the gift of being able to transmit a sense of vision and mission. (This terminology will be expanded in much greater depth later in this chapter under leadership.) Furthermore, the transformational leader has a tendency to use a common theme of actions. Often communicates using metaphors, a figure of speech in which a word or phrase literally denoting one kind of idea is used in place of another to suggest a likeness. This Transformational Leader makes deeds consistent with promises that inspire trust and confidence. Also this individual has a tendency to give out assignments that allow other individuals to feel capable by allowing them to succeed. After succeeding, efforts are extended praising their success. What also is a common trait is the ability to openly express warmth, enthusiasm, and joyfulness. Usually, a frequent smile accompanies the Transformational Leader to indicate confidence and caring.

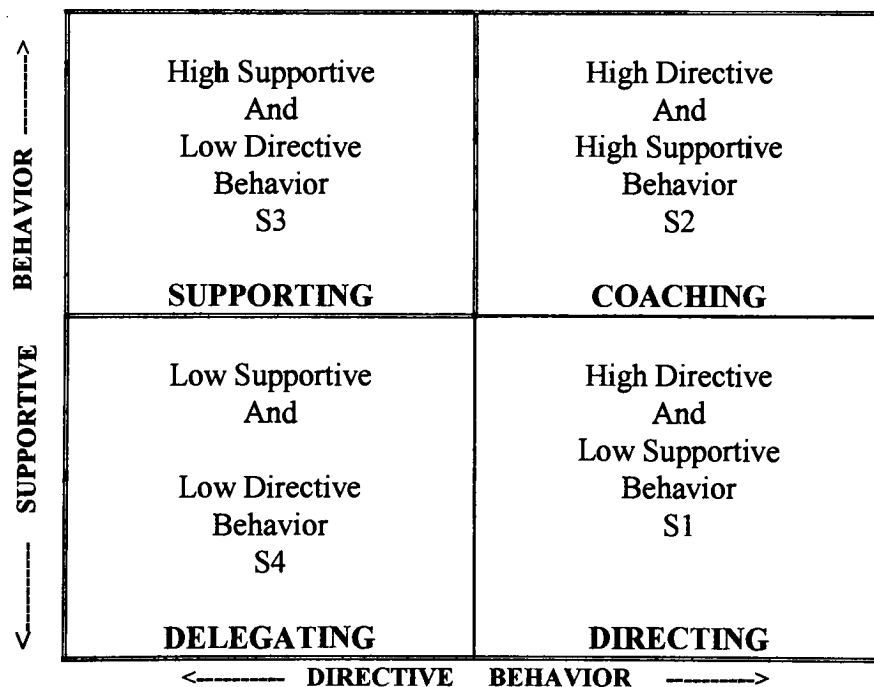
Individualized attention is another aspect in which actions reflect consideration for the individual ability. Another way to describe their effective technique is Situational Leadership. In essence, Situational Leadership is exactly what it says -- you make your leadership decisions based on the situation. You weigh each problem or opportunity on its merits, flaws or impact on the organization or people, then make your decision accordingly.



There has been a great deal of focus about leadership that advocates matching a leader's style with the capability of the follower. The situational leadership model indicates that leaders move on an X any Y axes of relationship and task behaviors. More task behaviors and fewer relationship behaviors are needed for the new follower, while fewer task behaviors and more relationship behaviors are needed for the mature and experience follower.

This concept is brought into sharper focus in Leadership and the “One-Minute Manager” (Blanchard, 1985). Leadership style is how you behave when trying to influence performance of someone else. This style of leadership is a combination of directive and supportive behaviors. (Pg. 46 Leaders and One Minute Manager).

**Figure 1 - Situational Leadership Model**



Although the preceding is labeled as Situational Leadership, it can be just as easily labeled as Management Techniques in efforts to achieve a predetermined outcome within the organization through its resources, namely people.

## **Leadership**

There is a profound difference between Leaders and Managers. A good manager does things right. A leader does the right thing. Doing the right thing implies a goal, a direction, an objective, a vision, a dream, a path, and a reach. Lots of people spend their life climbing a ladder and then get to the top and discover it in the wrong wall.

Frequently questioned is, "are leaders born or made?" (Kouzes Posner) It's a judgment call. No one knows for sure. Research tells us that leadership is a set of learnable competencies. Also noted in that every exceptional leader is also a learner. Formal training and education can help. Many leadership skills are successfully learned in the classroom. But training alone is insufficient. Leadership learning also comes from other people and from experiences.

A leader is some one who has the capacity to create a compelling vision that takes people to a new place, and translates that vision into action. Leaders draw people to them by enrolling them in their vision. What leaders do is inspire people, empower them. They pull rather than push. Leadership is about innovating and initiating. It is creative, adaptive and agile. The result of these traits is effectiveness. What is the underlying foundation of a leader's effectiveness? One term was used numerous times as a key component of leadership: trust. The trust factor is critical. A leader must generate and sustain trust to be effective. (Bennis)

Leadership must create an environment where people feel free to voice dissent. This is done through behavior. You reward people for disagreeing, to reward innovation, and to tolerate failure. These are connected with creating a trusting atmosphere, but most of trust comes not from a particular technique, but rather the character of the leader.

It is easily recognized that trust is critical in leadership. The vision of the leader must be compelling. While leaders come in every size, shape, and disposition, there is at least one ingredient that every leader shares; a concern with a guiding purpose, an over arching vision.

All of the leaders' deeds and actions must be congruent with the vision. This includes integrity, what the leader does and the feelings of the leader. Therefore, Leadership involves the ability to inspire and influence the thinking, attitudes and behavior of people.

As determined, trust in the leader is the sum of the Leader's Characteristics versus techniques or styles. Although the culture in which leaders grow up strongly influence their attitudes and behaviors. These attitudes and behaviors are being labeled as Characteristics. The following list is a grouping of Leadership Characteristics as indicated by the literature review. It will be these characteristics surveyed to determine if key characteristics are common in deep organizational change.

## **Characteristics**

The following characteristics were identified in review of the literature and the basis of the survey tool:

<ul style="list-style-type: none"><li>♦ Accept your mistakes</li><li>♦ Is creative/innovative</li><li>♦ Adaptability, flexibility</li><li>♦ Importance of community</li><li>♦ Anticipate, think ahead</li><li>♦ Intellectual curiosity</li><li>♦ Assertiveness, tenacity</li><li>♦ Intelligence</li><li>♦ Availability, approachability</li><li>♦ Is committed, focused, responsible</li><li>♦ Awareness of other's worlds</li><li>♦ Is decisive</li><li>♦ Balances constituency needs</li><li>♦ Is fair, reasonable; objective</li><li>♦ Builds &amp; supports teams</li><li>♦ Is trustworthy, "walks the talk"</li><li>♦ Capability, competence</li><li>♦ Know your followers</li><li>♦ Capacity of aloness</li><li>♦ Leads by example</li><li>♦ Capacity to motivate, energize</li><li>♦ Link rewards, measurements &amp; vision</li><li>♦ Common sense, judgment</li><li>♦ Link values to vision</li><li>♦ Communicate, listen, inquire</li><li>♦ Manages change</li><li>♦ Courage to lead; risk taker</li></ul>	<ul style="list-style-type: none"><li>♦ Maturity, consistency, reliability</li><li>♦ Creates the environment</li><li>♦ Open to constructive back talk &amp; dissent</li><li>♦ Delegate</li><li>♦ Passion for Excellence</li><li>♦ Diversity</li><li>♦ Persuasion, Influence</li><li>♦ Emotional stamina, resilience</li><li>♦ Physical stamina, energy</li><li>♦ Executes, performs, gets results</li><li>♦ Sees the long view</li><li>♦ Gives and gets respect</li><li>♦ Sense of Urgency</li><li>♦ Has experience</li><li>♦ Servant leadership</li><li>♦ Has followers</li><li>♦ Skill in dealing with people</li><li>♦ Has integrity, honesty, values</li><li>♦ Strategic alliances</li><li>♦ Has need to achieve</li><li>♦ Timing</li><li>♦ Has positive outlook</li><li>♦ Training/coaching</li><li>♦ Humor</li><li>♦ Trust followers</li><li>♦ Vision</li></ul>
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## **CHAPTER III**

### **METHODOLOGY**

The methodology used in this study consisted of: (1) identification of the sample, (2) explanation of the Delphi Methodology, (3) instrumentation: construction of the initial questionnaire, and (4) method of analysis.

The objective of the survey was to ascertain if the sample population could validate what key leadership characteristics are common in organizational transformation. Those characteristics used were the result of the literature review as outlined in Chapter Two.

#### **Sample**

The population of General Managers within the Conference Center industry was targeted. Initially General Managers within Marriott International Conference Centers Brand were chosen. However, due to limited size of population, the scope was expanded to include selected Conference Centers that are members of the International Association of Conference Centers (IACC). With IACC being a world wide organization, and for commonality of terminology, only Conference Centers within North America were selected.

## **Research Approach**

The Delphi Technique will be used in this research. A critical feature of this Technique is that it places emphasis upon developing expert consensus on a topic, based on a series of questionnaires. This process allows the selected scope of leaders to give independent input. The Delphi Method involves ten major steps as outlined below:

1. Develop the Delphi question problem.
2. Select and contact the respondents.
3. Select the sample size.
4. Develop and test questionnaire one.
5. Analyze results of questionnaire one
6. Develop and test questionnaire two.
7. Analyze results of questionnaire two.
8. Develop and test questionnaire three.
9. Analyze results of questionnaire three.
10. Prepare the final report.

The Delphi Method was used to compile a comprehensive list of Leadership Characteristics. Those interested in more information on this method may refer to “Techniques of Structured Problem Solving” listed in the bibliography.

## **Research Instrument**

Phase One questionnaire (Appendix A) was designed after in depth review of the literature to capture noted Leadership Characteristics. Some characteristics are very close in meaning and therefore were grouped to likeness. Once the grouping of likeness was completed, 53 different characteristics were listed. In order not to lead the participants, the characteristics on the survey are in alphabetical order.

The questions for Phase Two and Phase Three are based on the result of the previous phases. In addition to the 53 different characteristics on the initial survey, the following additional information was sought:

- ♦ Age range
- ♦ Level of education
- ♦ Years with present company
- ♦ Time in present position
- ♦ Gender
- ♦ Years as a general manager
- ♦ Number of rooms
- ♦ Market property
- ♦ IACC membership

A cover letter (Appendix A), accompanied the initial survey, which was faxed to the selected participants. Most of the individuals selected were based on a long term professional relationship. Some individuals were approached during a recent conference hosted by the

International Association of Conference Centers, IACC, held in April 1999. Each cover letter was identical. Included was the reason for this effort and a brief summary of the thesis. Several examples were cited on what was deemed an "organizational transformation." It was also requested that participants reflect on an applicable scenario in their present or past, that qualified as a major transitional event. All characteristics were selected with that scenario in mind.

### **Analysis**

The results of Phase One were compiled and tabulated. In addition to the profile data being selected of each individual and property, a target mean was selected. This permitted Phase Two questionnaire to be reduced dramatically, which lead to the final phase for Key Leadership Characteristics.



## CHAPTER IV

### RESULTS AND FINDINGS

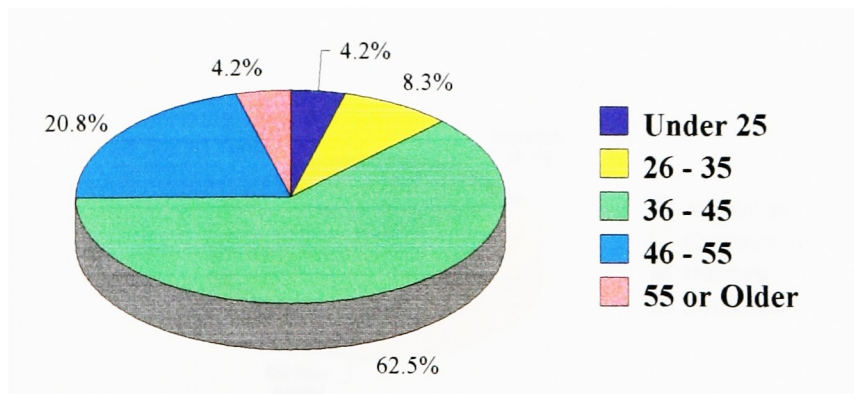
#### Sample

The sample for the Delphi was arrived initially from the Marriott International Conference Center Brand. Due to the limited sample size, also selected were Conference Centers from the International Association of Conference Centers (IACC). The General Managers surveyed were either based on long term relationship or a strong reputation in the field. Of the 26 General Managers contacted, 23 completed all three rounds. The makeup of the respondents were as follows:

#### Age Range

The age of the respondents was requested to identify them as groupings under 25 years, 26 - 35, 36 - 45, 46 - 55 and 56 or older. Figure One depicts the profile

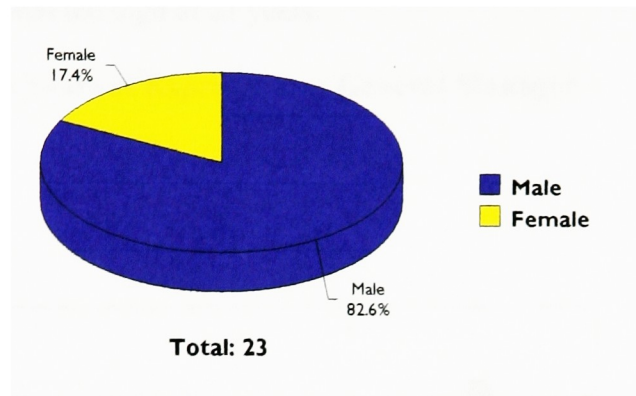
**Figure 2 - Age Range of Sample**



## Gender Profile

The profile of the respondents was 19 male and 4 female.

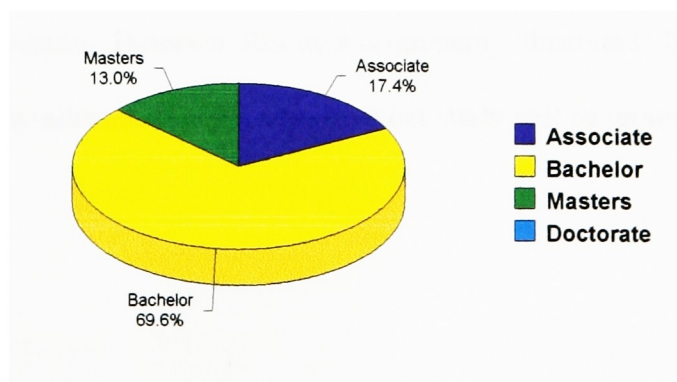
**Figure 3 - Gender Profile of Sample**



## Education

All of the respondents obtained a degree of College Education. Associate Degree 17.4%, Bachelor Degree 69.6% and Masters Degree 13.0%. None of the selected sample indicated a Doctorate.

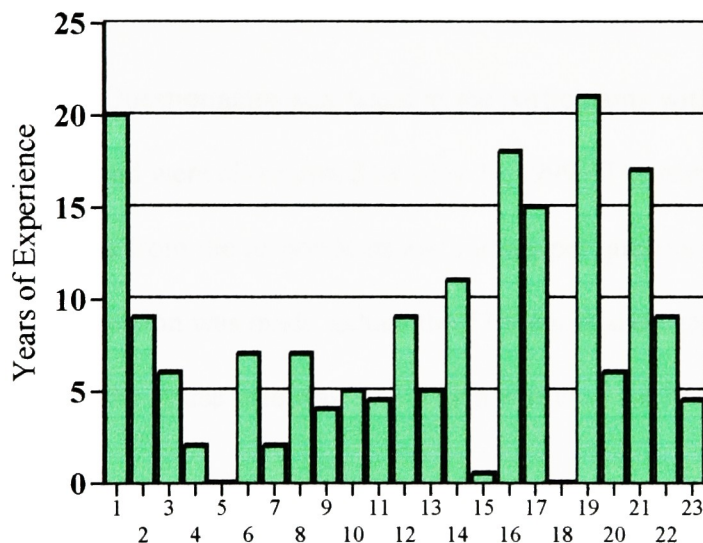
**Figure 4 - Level of Education**



## Years of Experience

In order to gain insight into the various experience levels of the respondents, years as General Manager were identified. The average years of experience was 7.97 (see Figure 4). The low was 3 months years and the high of 21 years.

**Figure 5 - Participant's Years of Experience as General Manager**



In addition to years as General Manager being asked, years in present position and years with present company also were surveyed. However, this data is not being illustrated. If this information appears to have any relevance to this effort, further study will be required.

## **Summary of Participants**

A summary of participants was created (Appendix B), that identifies the individuals selected, actual title held at property, property identification, number of guest rooms, if the property is externally marketed or not, and if selected individual completed all three phases of questionnaire.

## **Responses from Phase One Questionnaire**

The Phase One Questionnaire was faxed to the participants with a personalized cover letter on May 5, 1999, and were all returned by May 11, 1999. The responses were compiled on a matrix capturing all data from the respondents and ratings per questions (Appendix C). Once tabulated, a strategic decision was made reduce the 53 identified characteristics to nearly fifty percent. The mean for the Phase One was 7.88 which was used for Phase Two Questionnaire.

## **Phase Two Questionnaire**

As noted in Phase One Questionnaire, all Phase One responses were listed and a mean was calculated. With the established mean of 7.88, all Leadership Characteristics above that mean were kept for Phase Two questionnaire.

A second cover letter was faxed with Phase Two Questionnaire (Appendix A). The cover letter thanked the respondents and reminded them that this was a three phase effort. It reiterated

the objective of the survey and asked then to rate the key characteristics in a deep organizational change. It was also requested to limit the most effective selections to no more than ten characteristics listed. The survey was faxed on May 25, 1999 and all responses were received by May 27, 1999. The same format was used as in Phase One to determine the mean. Results of this phase was a mean of 8.13 Appendix D. This cut off generated the last phase of 10 questions.

### **Phase Three Questionnaire**

Phase Three questionnaire was developed after calculation of the responses to Phase Two. The calculated results of Phase Two are shown in Appendix D. The final questionnaire was faxed to the respondents with a cover letter and questionnaire listing ten Leadership Characteristics remaining from Phase II.

- 1      Adaptability, flexibility
- 2      Anticipate, think ahead
- 3      Builds & supports teams
- 4      Has integrity, honesty, values
- 5      Is trustworthy, “walks the talk”
- 6      Leads by example
- 7      Manages change
- 8      Sees the long view
- 9      Skill in dealing with people
- 10     Vision

It was requested to maintain the same scenario used in Phase One and Two. In addition, a limit of three selections of a “10 - - Most Effective” rating to be reflected on this survey. (Appendix D). Phase Three was faxed on May 28, 1999 and the final response was received on June 3, 1999.

The results of this survey are shown in Appendix E. Ideally the results were to be limited in identifying the top three Leadership Characteristics. However, the results had a tie for second place. The table below illustrates the top four Leadership Characteristics and the associated mean.

**Table 1 - Top Four Leadership Characteristics**

<b>Place</b>	<b>Characteristic</b>	<b>Mean</b>
1	Skill in dealing with people	8.83
2	Adaptability, Flexibility	8.67
2	Manages change	8.67
3	Has integrity, honesty and values	8.58

It was clearly evident that the respondents viewed skill in dealing with people as the number one Leadership Characteristic in an organizational change.

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATIONS**

#### **Conclusion**

This study was expected to identify a limited set of core Leadership Characteristics that are evident in leaders within the scope of conference centers. Specifically, those traits that are exhibited during major organizational transitions were subscribed.

The reason of this research is based on the reality of increasing complexity of the hospitality industry, and the need to understand what are those key Leadership Characteristics required for successful organizational transitions. These key characteristics may be critically important in strategic planning and corporations may need to develop or enhance these skills within their own management hierarchy.

On the basis of research, an understanding of leadership was gained as well as a comprehensive list of characteristics that were used to describe Leadership. After the literature review and sensing communality in certain characteristics, the final ten characteristics for survey efforts were mostly anticipated.

These are the final ten characteristics as listed on the survey.

- 1      Adaptability, flexibility
- 2      Anticipate, think ahead
- 3      Builds & supports teams
- 4      Has integrity, honesty, values
- 5      Is trustworthy, “walks the talk”
- 6      Leads by example
- 7      Manages change
- 8      Sees the long view
- 9      Skill in dealing with people
- 10     Vision

As mentioned, the hypothesis was to identify a limited set of core leadership characteristics which were evident in a leader within the scope of conference centers, specifically in a major organizational change. This hypothesis was proved positive. With the object of the survey result to establish three characteristics, it was interesting to see there was a tie for second place.

Table 1

Place	Characteristic	Mean
1	Skill in dealing with people	8.83
2	Adaptability, Flexibility	8.67
2	Manages change	8.67
3	Has integrity, honesty and values	8.58



What was also found to be interesting is what characteristics did not make the top set, namely, Vision. Vision has been determined as the key strength of Leadership. However, the results place it low on the scale. This raises some possible questions. Is the General Manager at a conference center a conduit of his organization's vision? Or does the General Manager have a vision, however it comes to fruition through interpersonal skills? Would the outcome change if the General Managers surveyed were not a part of a larger organization? What would change if the approach had more of a global sample?

### **Recommendations**

With the comprehensive list of Leadership Characteristics it would serve of interest to compare the findings within the Conference Center Industry to that of the brands or other populations within the hospitality industry. This study could be dissected even further within each population, to determine if years of experience allowed the self nurturing of key characteristics identified from this study or even be gender biased.

Another recommendation would be to research and understand why all the literature reviewed placed emphasis on vision, so why did Vision as a Leadership Characteristic scored so low on the survey results? Could this be a reflection of the actual role that a General Manager plays in the organization? Would this result change population to population? Whatever the result is, it would prove beneficial to the organization to understand those Leadership Characteristics.

## **APPENDIX A**

### **LETTERS AND QUESTIONNAIRES SENT OUT**



ROUTE 9W  
P.O. BOX 1025  
PALISADES  
NEW YORK 10964

(914) 732-6700  
(914) 732-6571 FAX

May 5, 1999

Mr. Mark Massay  
General Manager  
The Power House at Energy  
1350 Eschelon Parkway  
Jackson, MS 39213

Fax No. (601) 952-2210

Dear Mark:

The attached questionnaire is an effort on my behalf to validate a hypothesis for my Rochester Institute of Technology Graduate Project. In summary, my thesis is that key leadership characteristics are evident within our industry when a deep transition occurs. This transition could be defined or created by several scenarios. Examples would include new client or owner, new direction in purpose of facility, new senior management organization or alignment, or even being a new General Manager at a facility. Research has allowed me to establish a list of characteristics identified by various experts in the field of leadership.

My request is for you to reflect on an applicable scenario in your personal present or past that qualifies as a major transitional event. Then review the questionnaire attached, complete and return it to my attention via fax number (914) 732-6212 within 24 hours. This will be a three-phase process to determine statistically if a valid set key characteristic is common in such situations.

Thank you for supporting this project and myself.

Sincerely,

Ed Keyes  
General Manager  
enc.

## APPENDIX A

### PHASE ONE QUESTIONNAIRE

<b>Name:</b> <b>Age Range:</b> Under 25      26 – 35 36 – 45 46 – 55 56 – Older	<b>Title:</b> <b>Level of Education:</b> Associate Degree      _____ Bachelor                    _____ Masters                    _____ Doctorate                   _____
<b>Years with Present Company:</b> _____	<b>Years in Position:</b> _____
<b>Gender</b> Male _____ Female _____	
<b>Name of Property:</b> _____	<b>Number of Rooms:</b> _____
<b>IACC Membership:</b> _____	

In your role as General Manager, please indicate which of the following leadership Characteristics you found most critical in a successful organizational transition.

		Least Effective	Most Effective		Least Effective	Most Effective
1	Accept your mistakes	1	2 3 4 5 6 7 8 9 10	27	1	2 3 4 5 6 7 8 9 10
2	Adaptability, flexibility	1	2 3 4 5 6 7 8 9 10	28	1	2 3 4 5 6 7 8 9 10
3	Anticipate, think ahead	1	2 3 4 5 6 7 8 9 10	29	1	2 3 4 5 6 7 8 9 10
4	Assertiveness, tenacity	1	2 3 4 5 6 7 8 9 10	30	1	2 3 4 5 6 7 8 9 10
5	Availability, approachability	1	2 3 4 5 6 7 8 9 10	31	1	2 3 4 5 6 7 8 9 10
6	Awareness of other's worlds	1	2 3 4 5 6 7 8 9 10	32	1	2 3 4 5 6 7 8 9 10
7	Balances constituency needs	1	2 3 4 5 6 7 8 9 10	33	1	2 3 4 5 6 7 8 9 10
8	Builds & supports teams	1	2 3 4 5 6 7 8 9 10	34	1	2 3 4 5 6 7 8 9 10
9	Capability, competence	1	2 3 4 5 6 7 8 9 10	35	1	2 3 4 5 6 7 8 9 10
10	Capacity of aloness	1	2 3 4 5 6 7 8 9 10	36	1	2 3 4 5 6 7 8 9 10
11	Capacity to motivate, energize	1	2 3 4 5 6 7 8 9 10	37	1	2 3 4 5 6 7 8 9 10
12	Common sense, judgment	1	2 3 4 5 6 7 8 9 10	38	1	2 3 4 5 6 7 8 9 10
13	Communicate, listen, inquire	1	2 3 4 5 6 7 8 9 10	39	1	2 3 4 5 6 7 8 9 10
14	Courage to lead; risk taker	1	2 3 4 5 6 7 8 9 10	40	1	2 3 4 5 6 7 8 9 10
15	Creates the environment	1	2 3 4 5 6 7 8 9 10	41	1	2 3 4 5 6 7 8 9 10
16	Delegate	1	2 3 4 5 6 7 8 9 10	42	1	2 3 4 5 6 7 8 9 10
17	Diversity	1	2 3 4 5 6 7 8 9 10	43	1	2 3 4 5 6 7 8 9 10
18	Emotional stamina, resilience	1	2 3 4 5 6 7 8 9 10	44	1	2 3 4 5 6 7 8 9 10
19	Executes, performs, gets results	1	2 3 4 5 6 7 8 9 10	45	1	2 3 4 5 6 7 8 9 10
20	Gives and gets respect	1	2 3 4 5 6 7 8 9 10	46	1	2 3 4 5 6 7 8 9 10
21	Has experience	1	2 3 4 5 6 7 8 9 10	47	1	2 3 4 5 6 7 8 9 10
22	Has followers	1	2 3 4 5 6 7 8 9 10	48	1	2 3 4 5 6 7 8 9 10
23	Has integrity, honesty, values	1	2 3 4 5 6 7 8 9 10	49	1	2 3 4 5 6 7 8 9 10
24	Has need to achieve	1	2 3 4 5 6 7 8 9 10	50	1	2 3 4 5 6 7 8 9 10
25	Has positive outlook	1	2 3 4 5 6 7 8 9 10	51	1	2 3 4 5 6 7 8 9 10
26	Humor	1	2 3 4 5 6 7 8 9 10	52	1	2 3 4 5 6 7 8 9 10
				53	1	2 3 4 5 6 7 8 9 10



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(914) 732-6700  
(914) 732-6571 FAX

May 17, 1999

Mr. Dan Gustafson  
General Manager  
Hickory Ridge Conference Center  
1195 Summerhill Drive  
Lisle, IL 60532-3190

Fax No. (630) 971-6956

Dear Dan:

Thank you for your support and feed back on my research effort!

As mentioned in my initial letter, this will be a three phase effort. Each survey will be reduced dramatically, based on the feedback from selected colleagues within our industry.

Please apply the same method on the attached survey. Again, the objective is to ascertain if a set of key leadership characteristics are prevalent in a deep organizational change or transformation as personally experienced.

It is important that you limit the **“most effective”** selection to no more than ten characteristics.

Once again, thank you for your assistance.

A handwritten signature in black ink, appearing to read "Ed Keyes", followed by a long horizontal line.

Ed Keyes  
General Manager  
enc.

*Thank You!*

## APPENDIX A

### PHASE TWO

#### Leadership Characteristics in an Organizational Change

Name: \_\_\_\_\_

		Least		Most	
			Effective		effective
1	Adaptability, flexibility		1 2 3 4 5 6 7 8 9 10		
2	Anticipate, think ahead		1 2 3 4 5 6 7 8 9 10		
3	Availability, approachability		1 2 3 4 5 6 7 8 9 10		
4	Builds & supports teams		1 2 3 4 5 6 7 8 9 10		
5	Capacity to motivate, energize		1 2 3 4 5 6 7 8 9 10		
6	Common sense, judgment		1 2 3 4 5 6 7 8 9 10		
7	Communicate, listen, inquire		1 2 3 4 5 6 7 8 9 10		
8	Courage to lead; risk taker		1 2 3 4 5 6 7 8 9 10		
9	Emotional stamina, resilience		1 2 3 4 5 6 7 8 9 10		
10	Executes, performs, gets results		1 2 3 4 5 6 7 8 9 10		
11	Gives and gets respect		1 2 3 4 5 6 7 8 9 10		
12	Has integrity, honesty, values		1 2 3 4 5 6 7 8 9 10		
13	Has positive outlook		1 2 3 4 5 6 7 8 9 10		
14	Humor		1 2 3 4 5 6 7 8 9 10		
15	Is committed, focused, responsible		1 2 3 4 5 6 7 8 9 10		
16	Is decisive		1 2 3 4 5 6 7 8 9 10		
17	Is fair, reasonable; objective		1 2 3 4 5 6 7 8 9 10		
18	Is trustworthy, "walks the talk"		1 2 3 4 5 6 7 8 9 10		
19	Leads by example		1 2 3 4 5 6 7 8 9 10		
20	Manages change		1 2 3 4 5 6 7 8 9 10		
21	Maturity, consistency, reliability		1 2 3 4 5 6 7 8 9 10		
22	Open to constructive back talk & dissent		1 2 3 4 5 6 7 8 9 10		
23	Passion for Excellence		1 2 3 4 5 6 7 8 9 10		
24	Sees the long view		1 2 3 4 5 6 7 8 9 10		
25	Skill in dealing with people		1 2 3 4 5 6 7 8 9 10		
26	Vision		1 2 3 4 5 6 7 8 9 10		

If you have any calls please call Ed Keyes at (914) 732-6300  
Please return via fax number (914) 732-6212.

May 28, 1999

Mr. Ray O'Mara  
General Manager  
Wye River Conference Centers at the Aspen Institute  
201 Wye Woods Way  
Queenstown, MD 21658

Fax No. (410) 827-9295

Dear Ray:

Your input and responsiveness on this effort to date is very insightful and appreciated!

This is the last survey! Please review and evaluate the listed characteristics. Continue with the same scenario as you used in Phase One and Two.

Only three characteristics should be graded as a 10 -- Most Effective.

The objective is to analyze these results and submit my first draft to the Rochester Institute of Technology on June 17. When the thesis has been approved, I will inform you of the results on this effort.

Warm regards,



Ed Keyes  
General Manager  
enc.

## APPENDIX A

### PHASE THREE

#### Leadership Characteristics in an Organizational Change

Name: \_\_\_\_\_

		Least Effective									*Most Effective
1	Adaptability, flexibility	1	2	3	4	5	6	7	8	9	10
2	Anticipate, think ahead	1	2	3	4	5	6	7	8	9	10
3	Builds & supports teams	1	2	3	4	5	6	7	8	9	10
4	Has integrity, honesty, values	1	2	3	4	5	6	7	8	9	10
5	Is trustworthy, "walks the talk"	1	2	3	4	5	6	7	8	9	10
6	Leads by example	1	2	3	4	5	6	7	8	9	10
7	Manages change	1	2	3	4	5	6	7	8	9	10
8	Sees the long view	1	2	3	4	5	6	7	8	9	10
9	Skill in dealing with people	1	2	3	4	5	6	7	8	9	10
10	Vision	1	2	3	4	5	6	7	8	9	10

\* Please only rate three characteristics with a 10 -- Most Effective.

If you have any calls please call Ed Keyes at (914) 732-6300  
Please return via fax number (914) 732-6212.



## **APPENDIX B**

### **SUMMARY OF PARTICIPANTS**

## SUMMARY OF THE PARTICIPANTS

Name	Title	Property	Number of Rooms	Marketed Property	Phase 1, 2 and 3
Gary Armitage	General Manager	New England Conference Center	115	Yes	Yes
Yves Badarux	General Manager	Jesse Jones Rotary House	198	No	Yes
Linda Brabandt	General Manager	The Inn & Conference Center	111	Yes	Yes
George Burns	General Manager	Doral Arrowwood Conference Center	-	-	No
Steve Contos	General Manager	Chateau Elan Conference Center	391	Yes	Yes
Kyle Covington	General Manager	Terraces Hotel & Conference Center	109	Yes	Yes
Dean Edwards	General Manager	Meadow View Conference Center	175	Yes	Yes
Ed French	General Manager	The Council House Conference Center	20	No	Yes
Dan Gustafson	General Manager	Hickory Ridge Conference Center	383	Yes	Yes
John Hearn	General Manager	Evergreen Conference Center	249	Yes	Yes
Fred Julious	General Manager	The Founders Inn Conference Center	265	Yes	Yes
Kyle Krause	General Manager	Westfields Conference Center	335	Yes	Yes
David Leftwich	General Manager	G.E. Crotonville Conference Center	148	No	Yes
Deborah Lein	General Manager	G.E. Medical Systems Education Center	143	No	Yes
Regan Linke	General Manager	George Town Conference Ctr.	146	Yes	Yes
Mark Massay	General Manager	The Power House Conference Center	-	-	No
Jim McTygue	General Manager	Burkshire Conference Ctr.	119	Yes	Yes
Ray Omara	General Manager	Wye River Conference Ctr.	86	Yes	Yes
A.J. Panaia	General Manager	Merrill Lynch Conference Ctr.	342	Yes	Yes
Neil Pompan	Asst. General Manager	The Forrestal at Princeton Conference Center	241	Yes	Yes
John Ryan	General Manager	U. Michigan Executive Conference Center	-	-	No
Joe Sebestyen	General Manager	USPS Housing & Recreational Facility	1,000	Yes	Yes
Ellen Siclaire	General Manager	ATT Learning Center	172	No	Yes
Dave Vogt	General Manager	Edith Macy Conference Center	46	Yes	Yes
Peter Werner	General Manager	IBM Learning Center	182	No	Yes
Jan Zack	Director of Global Acts.	Chauncey Conference Center	'92	Yes	Yes

## **APPENDIX C**

### **PHASE ONE RESULTS**

## PHASE ONE RESULTS

In your role as General Manager, please indicate which of the following leadership Characteristics you found most critical in a successful organizational transition?

	Question	Mean		Question	Mean
1	Accept your mistakes	7.17	27	Is creative/innovative	7.29
2	Adaptability, flexibility	9.29	28	Importance of community	5.67
3	Anticipate, think ahead	9.08	29	Intellectual curiosity	6.58
4	Assertiveness, tenacity	7.054	30	Intelligence	7.42
5	Availability, approachability	8.58	31	Is committed, focused, responsible	8.33
6	Awareness of other's worlds	7.75	32	Is decisive	8.13
7	Balances constituency needs	6.29	33	Is fair, reasonable, objective	8.50
8	Builds & supports teams	8.54	34	Is trustworthy, "walks the talk"	8.83
9	Capability, competence	7.42	35	Know your followers	6.88
10	Capacity of aloness	5.17	36	Leads by example	8.67
11	Capacity to motivate, energize	8.63	37	Link rewards, measurements & vision	7.58
12	Common sense, judgment	8.71	38	Link values to vision	7.42
13	Communicate, listen, inquire	8.92	39	Manages change	8.17
14	Courage to lead; risk taker	8.42	40	Maturity, consistency, reliability	8.00
15	Creates the environment	7.42	41	Open to constructive back talk & dissent	8.13
16	Delegate	7.50	42	Passion for Excellence	8.70
17	Diversity	6.67	43	Persuasion, Influence	7.71
18	Emotional stamina, resilience	7.88	44	Physical stamina, energy	7.58
19	Executes, performs, gets results	8.54	45	Sees the long view	8.17
20	Gives and gets respect	8.33	46	Sense of Urgency	7.58
21	Has experience	6.92	47	Servant leadership	6.92
22	Has followers	6.29	48	Skill in dealing with people	8.67
23	Has integrity, honesty, values	9.00	49	Strategic alliances	7.58
24	Has need to achieve	7.83	50	Timing	7.08
25	Has positive outlook	8.83	51	Training/coaching	7.42
26	Humor	7.92	52	Trust followers	7.79
			53	Vision	8.83

Medium - 7.88

## **APPENDIX D**

### **PHASE TWO RESULTS**

## PHASE TWO RESULTS

### Leadership Characteristics in an Organizational Change

	Question	Mean
1	Adaptability, flexibility	8.13
2	Anticipate, think ahead	8.29
3	Availability, approachability	7.83
4	Builds & supports teams	8.21
5	Capacity to motivate, energize	8.04
6	Common sense, judgment	7.63
7	Communicate, listen, inquire	8.50
8	Courage to lead; risk taker	7.83
9	Emotional stamina, resilience	7.33
10	Executes, performs, gets results	8.04
11	Gives and gets respect	7.46
12	Has integrity, honesty, values	8.58
13	Has positive outlook	8.04
14	Humor	7.08
15	Is committed, focused, responsible	7.75
16	Is decisive	7.46
17	Is fair, reasonable; objective	7.13
18	Is trustworthy, "walks the talk"	8.21
19	Leads by example	8.13
20	Manages change	8.33
21	Maturity, consistency, reliability	7.08
22	Open to constructive back talk & dissent	7.54
23	Passion for Excellence	7.79
24	Sees the long view	8.13
25	Skill in dealing with people	8.46
26	Vision	8.58

Medium - 8.13

## **APPENDIX E**

### **PHASE THREE RESULTS**

## PHASE THREE RESULTS

### Leadership Characteristics in an Organizational Change

\* Please only rate three characteristics with a 10 -- Most Effective

	QUESTION	MEAN
1	Adaptability, flexibility	8.67
2	Anticipate, think ahead	8.50
3	Builds & supports teams	8.33
4	Has integrity, honesty, values	8.58
5	Is trustworthy, "walks the talk"	8.54
6	Leads by example	8.38
7	Manages change	8.67
8	Sees the long view	7.96
9	Skill in dealing with people	8.83
10	Vision	8.29

Mean - 8.58



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